



Creating High-Performing Political Cadres Through Leadership, Culture, Happiness, and Commitment

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Abstract

Political cadre performance is essential to the effectiveness and sustainability of political party organizations. This study examines the effects of transformational leadership, party culture, and workplace happiness on political cadre performance, with affective commitment as a mediating variable. Drawing on Social Exchange Theory, the study proposes that positive organizational experiences strengthen cadres' emotional attachment to the party, thereby enhancing their performance. Data were collected from political cadres of party branch organizations in the 13 regencies and municipalities of South Kalimantan Province, Indonesia, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that transformational leadership, party culture, and workplace happiness positively influence the performance of political cadres. Affective commitment also positively affects performance and mediates the relationships between the antecedent variables and political cadre performance. These findings extend the application of Social Exchange Theory to political party organizations and provide practical implications for strengthening cadre performance through effective leadership, supportive party culture, positive workplace experiences, and stronger affective commitment.

Keywords: Affective Commitment, Cadres Performance, Organizational Culture, Transformational Leadership, Workplace Happiness

1. Introduction

An organization's ability to achieve its goals largely depends on individual performance. Individual work performance reflects the behaviors and skills through which members fulfill their

roles and contribute to organizational objectives.¹ As organizational complexity increases, individual performance becomes increasingly critical to organizational success. Accordingly, performance has remained one of the most extensively studied outcomes in the organizational behavior literature, with scholarly attention continuing to grow in recent years.²

Political parties are unique organizations whose effectiveness depends heavily on members' performance. Beyond elections, political parties facilitate political participation, representation, and the articulation of interests.³ As the frontline actors of party activities, political cadres play a vital role in shaping organizational outcomes and ensuring the continuity of party operations.⁴ Consequently, political cadre performance is critical to maintaining organizational effectiveness, political competitiveness, and legitimacy.⁵

Despite their strategic importance, political cadre performance is often hampered by various challenges within party organizations. Unlike conventional employees, political cadres operate in complex party environments characterized by diverse expectations and varying levels of engagement.⁶ These conditions may affect their motivation, consistency, and willingness to contribute to organizational objectives.⁷ Therefore, identifying the factors that enhance cadres' performance remains essential for political organizations seeking to improve organizational effectiveness and achieve sustainable development.

Leadership has consistently been recognized as a key determinant of individual attitudes and behaviors due to its strong association with a wide range of organizational outcomes.⁸ Transformational leadership has received extensive scholarly attention for fostering a shared vision, elevating followers' aspirations, and promoting collective goals beyond self-interest.⁹ Such leadership qualities may be particularly relevant in political parties, where organizational goals depend largely on cadres' commitment and participation.

Organizational culture plays a crucial role as an interpretive framework that shapes how individuals perceive, interpret, and perform their responsibilities within an organization. Organizational culture serves as a social control mechanism, fostering discipline, collaboration,

¹ Joseph A. Carpini, Sharon K. Parker, and Mark A. Griffin, "A Look Back and a Leap Forward: A Review and Synthesis of the Individual Work Performance Literature," *Academy of Management Annals* 11, no. 2 (June 2017): 825–85, <https://doi.org/10.5465/annals.2015.0151>.

² Maryadi Maryadi et al., "Advancing the Understanding of Employee Performance: A Recent Systematic Literature Review Using PRISMA," *Cogent Business & Management* 13, no. 1 (December 31, 2026), <https://doi.org/10.1080/23311975.2025.2612412>.

³ Giovanni Sartori, "Party Types, Organisation and Functions," *West European Politics* 28, no. 1 (January 2005): 5–32, <https://doi.org/10.1080/0140238042000334268>.

⁴ Angelo Panebianco, *Political Parties: Organization and Power* (New York: Cambridge University Press, 1988).

⁵ Susan E. Scarrow, Paul. Webb, and Thomas. Poguntke, *Organizing Political Parties: Representation, Participation, and Power* (Oxford: Oxford University Press, 2017).

⁶ William P. Cross and Richard S. Katz, *The Challenges of Intra-Party Democracy* (Oxford: Oxford University Press, 2013).

⁷ John P. Meyer et al., "Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences," *Journal of Vocational Behavior* 61, no. 1 (August 2002): 20–52, <https://doi.org/10.1006/jvbe.2001.1842>.

⁸ Julia E. Hoch et al., "Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis," *Journal of Management* 44, no. 2 (February 2018): 501–29, <https://doi.org/10.1177/0149206316665461>. authentic leadership, ethical leadership, and servant leadership

⁹ Sunu Widiyanto and Celeste P. M. Wilderom, "Followers' PsyCap and Job Performance: A Longitudinal COR Approach to Transformational Leadership as a Key Resource," *Sage Open* 13, no. 3 (July 29, 2023), <https://doi.org/10.1177/21582440231201702>.

and commitment to organizational goals.¹⁰ Political cadres' performance may improve through the internalization of organizational values they are expected to uphold.¹¹

An organization's psychological environment plays an important role in shaping how individuals approach and perform their responsibilities.¹² Workplace happiness reflects positive emotions arising from meaningful work, supportive relationships, and a favorable organizational environment.¹³ Therefore, fostering a positive and fulfilling organizational experience represents an important pathway to enhancing political cadre performance.

Emotional attachment to the organization fosters extra-role behaviors that enhance organizational effectiveness.¹⁴ Affective commitment reflects employees' emotional attachment to, belonging to, and identification with the organization.¹⁵ In political parties, commitment sustains cadres' dedication, as party effectiveness depends on members' engagement in routine and strategic activities.¹⁶

Prior research has shown that individual performance can be shaped by transformational leadership¹⁷, organizational culture¹⁸, workplace happiness¹⁹, and affective commitment²⁰. Furthermore, affective commitment may serve as a mediator between organizational factors and performance outcomes.²¹ However, other studies have reported conflicting evidence.²² These

¹⁰ Jennifer A. Chatman and Charles A. O'Reilly, "Paradigm Lost: Reinvigorating the Study of Organizational Culture," *Research in Organizational Behavior* 36 (2016): 199–224, <https://doi.org/10.1016/j.riob.2016.11.004>.

¹¹ Chad A. Hartnell, Amy Yi Ou, and Angelo Kinicki, "Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions.," *Journal of Applied Psychology* 96, no. 4 (2011): 677–94, <https://doi.org/10.1037/a0021987>.

¹² Timothy A. Judge and John D. Kammeyer-Mueller, "Job Attitudes," *Annual Review of Psychology* 63, no. 1 (January 10, 2012): 341–67, <https://doi.org/10.1146/annurev-psych-120710-100511>.

¹³ Cynthia D. Fisher, "Happiness at Work," *International Journal of Management Reviews* 12, no. 4 (December 5, 2010): 384–412, <https://doi.org/10.1111/j.1468-2370.2009.00270.x>.

¹⁴ Meyer et al., "Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences."

¹⁵ John P. Meyer and Natalie J. Allen, "A Three-Component Conceptualization of Organizational Commitment," *Human Resource Management Review* 1, no. 1 (March 1991): 61–89, [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z).

¹⁶ Susan E. Scarrow, *Beyond Party Members : Changing Approaches to Partisan Mobilization* (New York: Oxford University Press, 2015).

¹⁷ Wang Jiatong et al., "The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement," *Frontiers in Psychology* 13 (April 6, 2022), <https://doi.org/10.3389/fpsyg.2022.831060>.

¹⁸ Lim Ming Joon, Danang Nugroho, and Sharmila Devi Ramachandaran, "Sustainable Leadership, Organizational Culture and Organizational Commitment: A Pathway to Enhanced Employee Performance through Employee Engagement in Malaysia's Oil and Gas Sector," *Discover Sustainability* 6, no. 1 (December 1, 2025), <https://doi.org/10.1007/s43621-025-01869-4>.

¹⁹ Safiah Omar et al., "The Power of Positivity: Examining Psychological Capital, Work Happiness, and Rumination Effects on Performance among Non-Academic University Staff in Malaysia," *Cogent Education* 11, no. 1 (2024), <https://doi.org/10.1080/2331186X.2024.2428873>.

²⁰ Veronika Agustini Srimulyani et al., "Mediation of 'AKHLAK' Corporate Culture and Affective Commitment on the Effect of Inclusive Leadership on Employee Performance," *Sustainable Futures* 6 (December 1, 2023): 100138, <https://doi.org/10.1016/j.sftr.2023.100138>.

²¹ Paola Ochoa Pacheco, David Coello-Montecel, and Michelle Tello, "Psychological Empowerment and Job Performance: Examining Serial Mediation Effects of Self-Efficacy and Affective Commitment," *Administrative Sciences* 13, no. 3 (March 7, 2023): 76, <https://doi.org/10.3390/admsci13030076>.

²² B Medina Nilasari, Muhammad Nisfiannoor, and Andri Sebastian Pongoh, "Transforming Leadership Style: Enhancing Organizational Culture, Innovative Behavior and Employees Performance," *Jurnal Manajemen Bisnis* 15, no. 2 (October 8, 2024): 275–96, <https://doi.org/10.18196/mb.v15i2.21151>; Olivia Laura Sahertian, Margono Setiawan, and Sunaryo Sunaryo, "Culture and Employee Performance: The Mediating Role of Personality and Commitment," *Management Science Letters*, 2020, 1567–74, <https://doi.org/10.5267/j.msl.2019.12.010>; Endah Agustien and Pantius Drahen Soeling, "How Does Happiness at Work Affect Employee Performance in the Head Office of BKKBN?," *Hasanuddin Economics and Business Review* 4, no. 2 (October 22, 2020): 58, <https://doi.org/10.26487/hebr.v4i2.2448>; Andreia Dulce Martins, Larissa Dalla Corte Euzebio, and Ilse Maria Beuren, "Perception of Organizational Justice and Home Office Work Performance: Influence of Affective Commitment," *Review of Business Management* 3, no. 25 (2023): 373–86, <https://doi.org/10.7819/rbgn.v25i3.4231>.

inconsistencies highlight the need to examine the relationships among transformational leadership, party organizational culture, workplace happiness, affective commitment, and cadre performance in political parties, where loyalty, ideology, and cadre involvement differ from conventional organizations.

This study examines the effects of transformational leadership, party organizational culture, and workplace happiness on cadre performance, with affective commitment as a mediator. The findings offer insights for political party leaders on strengthening cadre development, organizational commitment, and performance.

2. Literature Review

Social Exchange Theory (SET)

Social Exchange Theory (SET) posits that social relationships develop through reciprocal exchanges of valued resources, whereby individuals and organizations provide benefits that create mutual obligations.²³ Within organizational settings, support, recognition, and positive work experiences generate a sense of obligation that encourages individuals to reciprocate through positive attitudes and behaviors that benefit the organization.²⁴ Accordingly, SET serves as an important theoretical framework for explaining organizational outcomes such as employee commitment, engagement, and performance.

From the perspective of SET, transformational leadership, party culture, and workplace happiness are viewed as positive socioemotional resources that shape political cadres' perceptions of their exchange relationship with the party.²⁵ Supportive leadership, internalized organizational values, and positive experiences in party activities are likely to strengthen political cadres' affective commitment.²⁶ Furthermore, this emotional bond will enhance the active participation and effectiveness of political cadres in achieving the organization's goals through their job performance.²⁷

Transformational Leadership and Affective Commitment

Transformational leadership enhances affective commitment by fostering emotional attachment to the organization.²⁸ Transformational leaders promote intrinsic motivation by articulating a shared vision, providing individualized consideration, and encouraging followers to transcend self-interest.²⁹ This process enables leaders to strengthen followers' emotional attachment through a shared vision, inspiration, and individualized support.³⁰

²³ Russell Cropanzano and Marie S Mitchell, "Social Exchange Theory : An Interdisciplinary Review," *Journal of Management* 31, no. 6 (2005): 874–900, <https://doi.org/10.1177/0149206305279602>.

²⁴ Peter M. Blau, *Exchange and Power in Social Life* (New York: John Wiley & Sons, Inc., 1964).

²⁵ Cropanzano and Mitchell, "Social Exchange Theory : An Interdisciplinary Review."

²⁶ Meyer and Allen, "A Three-Component Conceptualization of Organizational Commitment."

²⁷ Meyer et al., "Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences."

²⁸ Shuyang Peng, Yuguo Liao, and Rusi Sun, "The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Nonprofit Organizations: A Moderated Mediation Model," *Public Personnel Management* 49, no. 1 (March 2, 2020): 29–56, <https://doi.org/10.1177/0091026019835233>.

²⁹ Hugo M. Kehr, Dorena Graff, and Cafer Bakaç, "Followers' Motives as Moderators of the Effects of Transformational Leadership Behaviors on Follower Outcomes and Leaders' Influence," *Journal of Business and Psychology* 38, no. 4 (August 13, 2023): 865–86, <https://doi.org/10.1007/s10869-022-09826-y>.

³⁰ Jiatong et al., "The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement."

Transformational leadership shapes individuals' relationships with the organization by promoting organizational identification and value internalization.³¹ Transformational leaders influence individuals' perceptions of organizational values, thereby fostering organizational identification and emotional attachment to the organization.³² Furthermore, transformational leadership strengthens affective commitment by fostering emotional leader–follower relationships and organizational loyalty.³³

H1. Transformational leadership have a significant affect to Affective Commitment.

Party Organizational Culture and Affective Commitment

Organizational culture shapes employees' behavior and perceptions through shared morals, values, and assumptions, which influence how strongly individuals identify with their organization.³⁴ In a similar context, collectivism-based organizational culture promotes trust, teamwork, and a stronger psychological sense of belonging, which enhances employees' emotional attachment and willingness to remain within the organization.³⁵ Organizational culture serves as a foundation for developing employee commitment because shared cultural values guide behavior, strengthen loyalty, and create consistency within the organization.³⁶ Likewise, organizational culture shapes employees' attitudes and involvement by fostering shared understanding, cohesion, and organizational identity, which contribute to stronger organizational commitment.³⁷ In the context of political organizations, ethical party culture encourages members to align their behavior with organizational expectations and values, thereby fostering stronger trust, emotional connection, and commitment to the party.³⁸

H2. Party Organizational Culture have a significant affect to Affective Commitment.

³¹ Athena Xenikou, "Transformational Leadership, Transactional Contingent Reward, and Organizational Identification: The Mediating Effect of Perceived Innovation and Goal Culture Orientations," *Frontiers in Psychology* 8 (October 18, 2017), <https://doi.org/10.3389/fpsyg.2017.01754>.

³² Gregory W. Allen, Prince A. Attoh, and Tao Gong, "Transformational Leadership and Affective Organizational Commitment: Mediating Roles of Perceived Social Responsibility and Organizational Identification," *Social Responsibility Journal* 13, no. 3 (August 7, 2017): 585–600, <https://doi.org/10.1108/SRJ-11-2016-0193>.

³³ Timothy A. Jackson, John P. Meyer, and Xiao-Hua (Frank) Wang, "Leadership, Commitment, and Culture," *Journal of Leadership & Organizational Studies* 20, no. 1 (February 12, 2013): 84–106, <https://doi.org/10.1177/1548051812466919>; Katarzyna Łucjan et al., "Relationships between Leadership Style and Organizational Commitment: The Moderating Role of the System of Work," *Economics & Sociology* 16, no. 4 (December 2023): 11–39, <https://doi.org/10.14254/2071-789X.2023/16-4/1>.

³⁴ Syed Asad Abbas Bokhari et al., "Moderating Role of National Culture on the Association between Organizational Culture and Organizational Commitment among SME's Personnel," *Journal of Innovation & Knowledge* 9, no. 4 (October 2024): 100623, <https://doi.org/10.1016/j.jik.2024.100623>.

³⁵ Rafael Triguero-Sánchez, Jesús Peña-Vinces, and João J. Matos Ferreira, "The Effect of Collectivism-Based Organisational Culture on Employee Commitment in Public Organisations," *Socio-Economic Planning Sciences* 83 (October 2022): 101335, <https://doi.org/10.1016/j.seps.2022.101335>.

³⁶ Srimulyani et al., "Mediation of 'AKHLAK' Corporate Culture and Affective Commitment on the Effect of Inclusive Leadership on Employee Performance."

³⁷ Lin Liu et al., "The Multi-Dimensional Interaction Effect of Culture, Leadership Style, and Organizational Commitment on Employee Involvement within Engineering Enterprises: Empirical Study in Taiwan," *Sustainability (Switzerland)* 14, no. 16 (August 1, 2022), <https://doi.org/10.3390/su14169963>.

³⁸ Emmanuel Mensah Horsey, Lijia Guo, and Jiashun Huang, "Ethical Party Culture, Control, and Citizenship Behavior: Evidence from Ghana," *Humanities and Social Sciences Communications* 10, no. 1 (December 1, 2023), <https://doi.org/10.1057/s41599-023-01698-8>.

Workplace Happiness and Affective Commitment

Workplace happiness fosters positive emotional states and supportive relationships, encouraging stronger emotional attachment and commitment among employees.³⁹ In addition, positive emotions and fulfillment help employees feel more emotionally engaged and connected to their organization, which strengthens their affective commitment.⁴⁰ Happiness at work encourages stronger emotional bonds, loyalty, and willingness to contribute toward organizational objectives.⁴¹ Workplace happiness is shaped by compensation and a supportive work environment, strengthening employees' sense of belonging and emotional attachment.⁴² Employees who feel happy and supported in their workplace are more likely to demonstrate stronger commitment and maintain positive relationships within the organization.⁴³

H3. Workplace Happiness have a significant affect to Affective Commitment.

Transformational Leadership and Cadre Performance

Transformational leaders enhance cadres' capabilities and performance through a shared vision, inspiration, and individualized consideration.⁴⁴ Similarly, transformational leadership strengthens employees' motivation and confidence, encouraging them to work more effectively and contribute positively to organizational achievement.⁴⁵ Transformational leaders foster creativity, innovation, optimism, and self-confidence, helping members adapt to organizational challenges and perform more effectively.⁴⁶ Furthermore, transformational leadership fosters trust, emotional connection, and stronger cooperation between leaders and members, which increases engagement and productivity.⁴⁷ Transformational leadership also supports effective communication and collaborative behavior, creating conditions that encourage cadres to maintain consistent and sustainable performance within the organization.⁴⁸

H4. Transformational leadership have a significant affect to Cadre Performance.

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- ³⁹ Salako Tokunbo Abiodun and Akingbade Retta, "Influence of Workplace Happiness on Organizational Commitment among Healthcare Workers in Ibadan Metropolis, Oyo State, Nigeria," March 3, 2025, <https://doi.org/10.1101/2025.02.27.25323070>.
- ⁴⁰ Sema İncekara and Ahmet Şahin, "Organizational Happiness and Its Association with Organizational Commitment: A Mixed-Methods Study among Private School Teachers in Türkiye," *PLOS One* 21, no. 5 (May 4, 2026): e0348240, <https://doi.org/10.1371/journal.pone.0348240>.
- ⁴¹ Betül Sari, Hilal Ekim Kıratlı, and Halil Can Aydemir, "The Relationship between Happiness at Work and Organizational Commitment: A Study of Medical Secretaries," *Kontakt* 28, no. 1 (March 17, 2026): 79–87, <https://doi.org/10.32725/kont.2026.004>.
- ⁴² Fisher, "Happiness at Work"; Peter Warr, *Jobs and Job-Holders: Two Sources of Happiness and Unhappiness* (Oxford University Press, 2013), <https://doi.org/10.1093/oxfordhb/9780199557257.013.0054>.
- ⁴³ Emmanuel ejiroghene Aruoren and Napoleon Mou, "Workplace Happiness and Organizational Commitment of Non-Academic Staff of Delta State University, Abraka, Nigeria," *IIARD International Journal Of Economics And Business Management* 11, no. 1 (2025): 243–60, <https://doi.org/10.56201/ijebm.vol.11.no1.2025.pg243.260>.
- ⁴⁴ Udin Udin et al., "The Role of Transformational Leadership on Employee Performance Through Organizational Learning Culture and Intrinsic Work Motivation," *International Journal of Sustainable Development and Planning* 18, no. 1 (January 1, 2023): 237–46, <https://doi.org/10.18280/ijstdp.180125>.
- ⁴⁵ Muhammad Idris et al., "The Effect of Transformational Leadership Style, Organizational Culture and Work Motivation toward Employee Performance (Study on Developer Companies in Makassar)," *Academy of Strategic Management Journal* 21, no. 1 (2022): 1–15.
- ⁴⁶ Saeid Karimi et al., "The Role of Transformational Leadership in Developing Innovative Work Behaviors: The Mediating Role of Employees' Psychological Capital," *Sustainability* 15, no. 2 (January 9, 2023): 1267, <https://doi.org/10.3390/su15021267>.
- ⁴⁷ Chun Chang Lee et al., "The Relationships between Leader Emotional Intelligence, Transformational Leadership, and Transactional Leadership and Job Performance: A Mediator Model of Trust," *Heliyon* 9, no. 8 (August 1, 2023), <https://doi.org/10.1016/j.heliyon.2023.e18007>.
- ⁴⁸ Inés Elena Jaimes-Soncco et al., "Transformational Leadership and Internal Communication as Predictors of Job Performance: A Perspective of Peruvian University Workers," *Behavioral Sciences* 16, no. 4 (April 1, 2026), <https://doi.org/10.3390/bs16040588>.

Party Organizational Culture and Cadre Performance

Party culture encourages members to align their behavior with organizational expectations, making them more responsible, cooperative, and willing to contribute beyond their formal duties.⁴⁹ Organizational culture fosters collaboration, employee development, and psychological capital, thereby improving job satisfaction and performance.⁵⁰ Shared cultural values shape employees' attitudes, behavior, and productivity because they influence how individuals interact and perform within the organization.⁵¹ A supportive organizational culture strengthens engagement and consistent contributions, thereby sustaining organizational performance.⁵²

H5. Party Organizational Culture have a significant affect to Cadre Performance.

Workplace Happiness and Cadre Performance

Happiness at work positively influences employee performance because happy employees are more willing to contribute effectively and perform their duties with greater dedication and involvement.⁵³ In addition, work happiness strengthens employee performance by improving psychological and emotional well-being, which supports productivity and effective work behavior.⁵⁴ Psychological well-being and job satisfaction create positive work conditions that improve individual performance and strengthen employees' ability to carry out their responsibilities effectively.⁵⁵ Likewise, workplace happiness fosters positive emotions and commitment, promoting stronger contributions and higher performance.⁵⁶

H6. Workplace Happiness have a significant affect to Cadre Performance.

Affective Commitment and Cadre Performance

Affective commitment develops through employees' emotional attachment to the organization, strengthening commitment to organizational goals.⁵⁷ Employees with stronger affective commitment also tend to perform better because they are more willing to devote their effort and involvement to

⁴⁹ Horsey, Guo, and Huang, "Ethical Party Culture, Control, and Citizenship Behavior: Evidence from Ghana."

⁵⁰ Saumya Aggarwal, "Impact of Dimensions of Organisational Culture on Employee Satisfaction and Performance Level in Select Organisations," *IIMB Management Review* 36, no. 3 (September 2024): 230–38, <https://doi.org/10.1016/j.iimb.2024.07.001>.

⁵¹ Jacob Cherian et al., "Corporate Culture and Its Impact on Employees' Attitude, Performance, Productivity, and Behavior: An Investigative Analysis from Selected Organizations of the United Arab Emirates (UAE)," *Journal of Open Innovation: Technology, Market, and Complexity* 7, no. 1 (January 1, 2021): 1–28, <https://doi.org/10.3390/joitmc7010045>.

⁵² Joon, Nugroho, and Ramachandaran, "Sustainable Leadership, Organizational Culture and Organizational Commitment: A Pathway to Enhanced Employee Performance through Employee Engagement in Malaysia's Oil and Gas Sector."

⁵³ Recep Caner Erselcan and Pinar Süral Özer, "The Role of Happiness on Job Satisfaction and Employee Performance: A Cross-Cultural Research in Italy and Turkey*," *International Journal of Contemporary Economics and Administrative Sciences* XIII, no. 2 (December 26, 2023): 520–53, <https://doi.org/10.5281/zenodo.10474021>.

⁵⁴ Omar et al., "The Power of Positivity: Examining Psychological Capital, Work Happiness, and Rumination Effects on Performance among Non-Academic University Staff in Malaysia."

⁵⁵ Yiting Yang et al., "Enhancing Job Performance: The Critical Roles of Well-Being, Satisfaction, and Trust in Supervisor," *Behavioral Sciences* 14, no. 8 (August 1, 2024), <https://doi.org/10.3390/bs14080688>. job satisfaction, trust in supervisor, and job performance. Data were collected from 277 company employees in Bahrain through online questionnaires and analyzed using structural equation modeling (SEM)

⁵⁶ Sri Wahyuningsih et al., "The Effect of Happiness and Positive Organizational Behavior on Productivity in the Workplace," *Jurnal Ilmiah Manajemen Kesatuan* 13, no. 6 (November 30, 2025): 5315–26, <https://doi.org/10.37641/jimkes.v13i6.4320>.

⁵⁷ Ochoa Pacheco, Coello-Montecel, and Tello, "Psychological Empowerment and Job Performance: Examining Serial Mediation Effects of Self-Efficacy and Affective Commitment."

the organization.⁵⁸ A committed workforce is more willing to support organizational objectives and maintain productive behavior within the workplace.⁵⁹ Organizational commitment also strengthens job performance by increasing members' engagement and encouraging them to contribute more consistently toward organizational success.⁶⁰

H7. Affective commitment have a significant affect to Cadre Performance.

The Mediating Role of Affective Commitment

Transformational leadership strengthens affective commitment by making employees feel valued and emotionally connected, thereby improving performance.⁶¹ Furthermore, transformational leadership creates emotional attachment and organizational trust that encourage employees to become more engaged and motivated in performing their duties.⁶² Transformational leadership helps employees develop stronger affective commitment, allowing them to become more involved and committed to organizational activities.⁶³ In addition, affective commitment mediates the effect of transformational leadership on performance by encouraging consistent contributions to organizational goals.⁶⁴

H8. Affective commitment mediates the affect of Transformational Leadership on Cadre Performance.

Organizational culture is essential in developing and maintaining employee commitment because shared organizational values influence employee behavior and strengthen involvement within the organization.⁶⁵ Organizational culture strengthens affective commitment, thereby enhancing employee performance.⁶⁶ Organizational culture strengthens organizational commitment and employee performance by fostering organizational loyalty.⁶⁷ Organizational commitment explains

⁵⁸ Hui Shao et al., "Moderating Effects of Transformational Leadership, Affective Commitment, Job Performance, and Job Insecurity," *Frontiers in Psychology* 13 (May 9, 2022), <https://doi.org/10.3389/fpsyg.2022.847147>; Shichao Zhao et al., "The Impact of Organizational Commitment on Job Performance in Primary Healthcare: A Motivation Internalization Perspective," *Frontiers in Public Health* 13 (2025), <https://doi.org/10.3389/fpubh.2025.1685420>.

⁵⁹ Sharif Hosen et al., "Training & Development, Career Development, and Organizational Commitment as the Predictor of Work Performance," *Heliyon* 10, no. 1 (January 15, 2024), <https://doi.org/10.1016/j.heliyon.2023.e23903>.

⁶⁰ Faqih Nabhan and Munajat Munajat, "The Role of Work Engagement and Organizational Commitment in Improving Job Performance," *Cogent Business & Management* 10, no. 2 (December 12, 2023): 2235819, <https://doi.org/10.1080/23311975.2023.2235819>.

⁶¹ Chung Jen Wang, "Exploring the Mechanisms Linking Transformational Leadership, Perceived Organizational Support, Creativity, and Performance in Hospitality: The Mediating Role of Affective Organizational Commitment," *Behavioral Sciences* 12, no. 10 (October 1, 2022), <https://doi.org/10.3390/bs12100406>.

⁶² Rhian Indradewa et al., "Transformational Leadership, Affective Commitment, And Mediating-Analysis of Individual's Work Performance Moderated by Personal Characteristic; Work Duration," *Review of International Geographical Education (RIGEO)* 11, no. 6 (February 10, 2021): 1254-67, <https://doi.org/10.48047/rigeo.11.06.141>.

⁶³ Harly Kabul et al., "Affective Commitments Mediating the Effect of Transformational Leadership on Employee Engagement," *American Journal of Humanities and Social Sciences Research* 5, no. 4 (2021): 65-71, www.ajhssr.com.

⁶⁴ Sugiono and Mesra B, "The Effect of Transformational Leadership on the Performance of Employees With Affective Commitment as a Mediation Variable at the Salopian Sub-District Office, Langkat Regency," *International Journal of Society and Law* 2, no. 2 (August 1, 2024): 537-49, <https://doi.org/10.61306/ijsl.v2i2.167>.

⁶⁵ Srimulyani et al., "Mediation of 'AKHLAK' Corporate Culture and Affective Commitment on the Effect of Inclusive Leadership on Employee Performance."

⁶⁶ Lilik Setiawan, Didi Hermanto, and Sugeng Bowo Handayani, "The Role of Affective Commitment in Mediating the Effect of Employee Competency, Training and Organizational Culture on Employee Performance (Empirical Study at the Class I Agriculture Quarantine Semarang)," *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal* 5, no. 3 (2021), <https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/3418>.

⁶⁷ Injilia Wulan Gratia Wua, Noermijati Noermijati, and Agung Yuniarinto, "The Influence of Organizational Culture on the Employee Performance Mediated by Job Satisfaction and Organizational Commitment," *Jurnal Aplikasi Manajemen* 20, no. 3 (September 1, 2022), <https://doi.org/10.21776/ub.jam.2022.020.03.07>.

how organizational culture enhances performance by promoting responsibility and consistent work performance.⁶⁸

H9. Affective commitment mediates the affect of Party Organizational Culture on Cadre Performance.

Happiness at work contributes to stronger organizational commitment because positive emotions and supportive work environments foster a sense of connection to the organization.⁶⁹ Workplace happiness strengthens commitment and performance by fostering greater alignment with organizational goals.⁷⁰ Happiness in the workplace reflects feelings of pleasure, sincerity, and commitment to performing job duties, which ultimately support higher productivity and performance.⁷¹ Workplace happiness enhances employee performance by increasing engagement in organizational activities.⁷²

H10. Affective commitment mediates the affect of Workplace Happiness on Cadre Performance.

3. Method

This study employed a quantitative cross-sectional design involving 130 active Gerindra Party cadres from 13 regencies and municipalities in South Kalimantan, Indonesia. Respondents were selected through purposive sampling and were required to be officially registered cadres with at least one year of active participation.

Data were collected using a five-point Likert-scale questionnaire. TL, POC, WH, AC, and CP were measured using established scales and analyzed with PLS-SEM in SmartPLS 4. The measurement model was assessed using outer loadings, Cronbach's alpha, composite reliability, AVE, and HTMT, while the structural model was evaluated using collinearity, R^2 , Q^2 , f^2 , and bootstrapping (5,000 subsamples; $p < 0.05$).⁷³

4. Result and Discussion

Measurement Model

The measurement model was assessed using outer loadings, Cronbach's alpha, composite reliability, AVE, and HTMT to evaluate indicator reliability, construct reliability, convergent validity, and discriminant validity.⁷⁴

⁶⁸ Rona Tanjung, Armansyah, and Sumardin, "Organizational Commitment as a Bridge between Culture and Performance: A Study on Private University Lecturers in Batam," *Jurnal Ilmiah Manajemen Kesatuan* 13, no. 5 (August 21, 2025): 3839–50, <https://doi.org/10.37641/jimkes.v13i5.3661>.

⁶⁹ Munawir Ali Subaidi et al., "Innovation Behavior and Organizational Commitment Mediate the Effect of Job Happiness on Employee Performance at The Faculty of Medicine University of Mataram," *American Journal of Humanities and Social Sciences Research* 08, no. 02 (2024): 239–48, www.ajhssr.com.

⁷⁰ Granit Agustina, "Organizational Happiness Character (OHC) On Lecturer Performance: Mediating Organizational Commitment," *Jurnal Ilmiah Manajemen Kesatuan* 13, no. 4 (July 1, 2025): 2337–48, <https://doi.org/10.37641/jimkes.v13i4.3420>.

⁷¹ Wahyuningsih et al., "The Effect of Happiness and Positive Organizational Behavior on Productivity in the Workplace."

⁷² Aysun Çalik et al., "The Mediating Role of Job Satisfaction in the Impact of Happiness at Work on Employee Performance," *Eurasian Journal of Social and Economic Research* 10, no. 4 (2023): 165–82, www.asead.com.

⁷³ Joseph F. Hair et al., *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook* (Cham: Springer, 2021).

⁷⁴ Hair et al.

Table 1. Reliability and Convergent Validity Assessment

Variable(s)	Items	OL	α	CR	AVE
			0.966	0.970	0.766
CP	CP1	0.877			
	CP2	0.893			
	CP3	0.865			
	CP4	0.854			
	CP5	0.871			
	CP6	0.874			
	CP7	0.911			
	CP8	0.858			
	CP9	0.874			
	CP10	0.873			
			0.972	0.976	0.855
TL	TL1	0.904			
	TL2	0.915			
	TL3	0.928			
	TL4	0.917			
	TL5	0.935			
	TL6	0.941			
	TL7	0.933			
			0.961	0.966	0.740
POC	POC1	0.851			
	POC2	0.828			
	POC3	0.869			
	POC4	0.859			
	POC5	0.877			
	POC6	0.877			
	POC7	0.839			
	POC8	0.869			
	POC9	0.849			
	POC10	0.884			

Variable(s)	Items	OL	α	CR	AVE
WH	WH1	0.894	0.967	0.972	0.793
	WH2	0.860			
	WH3	0.897			
	WH4	0.880			
	WH5	0.887			
	WH6	0.899			
	WH7	0.888			
	WH8	0.882			
	WH9	0.907			
AC	AC1	0.885	0.931	0.948	0.784
	AC2	0.891			
	AC3	0.880			
	AC4	0.888			
	AC5	0.883			

All indicators showed outer loadings above 0.70, while Cronbach’s alpha, composite reliability, and AVE exceeded the recommended thresholds, confirming adequate reliability and convergent validity of the measurement model.⁷⁵

Table 2. HTMT

Construct	HTMT
OC <-> TL	0.062
WH <-> TL	0.083
WH <-> OC	0.074
CP <-> TL	0.412
CP <-> OC	0.391
CP <-> WH	0.376
AC <-> TL	0.433
AC <-> OC	0.244
AC <-> WH	0.350
AC <-> CP	0.595

HTMT values ranged from 0.062 to 0.595, all below the recommended threshold of 0.90, confirming adequate discriminant validity and indicating that the constructs were empirically distinct.

⁷⁵ Hair et al.

Structural Model

The structural model was assessed using R^2 , Q^2 , f^2 , and bootstrapping (5,000 subsamples; $p < 0.05$).⁷⁶

Table 3. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Variables	R^2	Q^2
CP	0.495	0.433
AC	0.352	0.828

The model explained 49.5% of the variance in CP and 35.2% in AC, indicating moderate explanatory power. Moreover, the positive Q^2 values for CP (0.433) and AC (0.828) confirmed the model's satisfactory predictive relevance.⁷⁷

Table 4. Effect Size

Relationship	f^2
TL -> CP	0.151
TL -> AC	0.306
POC -> CP	0.199
POC -> AC	0.090
WH -> CP	0.161
WH -> AC	0.218
AC -> CP	0.083

The effect size analysis showed that TL exerted moderate effects on AC ($f^2 = 0.306$) and CP ($f^2 = 0.151$). POC had a moderate effect on CP ($f^2 = 0.199$) but a weak effect on AC ($f^2 = 0.089$). WH demonstrated moderate effects on both AC ($f^2 = 0.218$) and CP ($f^2 = 0.161$), whereas AC had a weak effect on CP ($f^2 = 0.083$). Overall, TL and WH contributed more substantially to the model than POC and AC.⁷⁸

Table 7. Bootstrapping Result

Relationship	Original sample (O)	T stat.	p-value	Decision
TL -> AC	0.441	6.761	<0.001	Supported
POC -> AC	0.237	3.149	0.002	Supported
WH -> AC	0.372	5.490	<0.001	Supported
TL -> CP	0.311	4.989	<0.001	Supported
POC -> CP	0.326	5.377	<0.001	Supported
WH -> CP	0.310	4.501	<0.001	Supported
AC -> CP	0.254	3.487	0.001	Supported

⁷⁶ Hair et al.

⁷⁷ Hair et al.

⁷⁸ Hair et al.

Relationship	Original sample (O)	T stat.	p-value	Decision
TL -> AC -> CP	0.112	3.140	0.002	Supported
POC -> AC -> CP	0.060	2.255	0.024	Supported
WH -> AC -> CP	0.094	2.934	0.003	Supported

The bootstrapping results show that all hypothesized relationships are positive and statistically significant. TL, POC, and WH each have significant positive effects on both AC and CP, while AC also positively influences CP. Furthermore, AC significantly mediates the relationships between TL, POC, and WH with CP. As both the direct and indirect effects remain significant, AC functions as a partial mediator in all three relationships.

Discussion

The results indicate that transformational leadership has a positive and significant effect on affective commitment. The findings indicate that transformational leadership fosters stronger emotional attachment among cadres through inspirational motivation, value-based influence, and individualized consideration.⁷⁹ From a SET perspective, favorable leader treatment encourages employees to reciprocate with positive attitudes and behaviors toward the organization.⁸⁰ Consistent with prior research, transformational leadership enhances affective commitment through greater perceived work impact and supportive relationships.⁸¹

The findings reveal that party organizational culture significantly enhances affective commitment. This finding suggests that an organizational culture that promotes shared values, collective identity, and mutual support can strengthen employees' emotional attachment to the organization.⁸² From a SET perspective, supportive environments and shared party values encourage cadres to reciprocate with stronger emotional attachment to the party.⁸³ Empirical evidence underscores the critical role of organizational culture in shaping affective commitment by establishing shared values and collective meaning that guide employees' attitudinal orientation toward the organization.⁸⁴

The results show that workplace happiness enhances employees' affective commitment by strengthening their emotional attachment to the organization. This finding indicates that employees experiencing greater workplace happiness are more likely to develop stronger affective commitment through positive work experiences.⁸⁵ From a SET perspective, workplace happiness represents a socio-emotional benefit that fosters reciprocity, strengthening cadres' emotional attachment and loyalty

⁷⁹ Jackson, Meyer, and Wang, "Leadership, Commitment, and Culture."

⁸⁰ Cropanzano and Mitchell, "Social Exchange Theory : An Interdisciplinary Review."

⁸¹ Peng, Liao, and Sun, "The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Nonprofit Organizations: A Moderated Mediation Model"; Jiatong et al., "The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement."

⁸² Hartnell, Ou, and Kinicki, "Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions."

⁸³ Cropanzano and Mitchell, "Social Exchange Theory : An Interdisciplinary Review."

⁸⁴ Triguero-Sánchez, Peña-Vinces, and Ferreira, "The Effect of Collectivism-Based Organisational Culture on Employee Commitment in Public Organisations"; Bokhari et al., "Moderating Role of National Culture on the Association between Organizational Culture and Organizational Commitment among SME's Personnel"; Srimulyani et al., "Mediation of 'AKHLAK' Corporate Culture and Affective Commitment on the Effect of Inclusive Leadership on Employee Performance."

⁸⁵ İncekara and Şahin, "Organizational Happiness and Its Association with Organizational Commitment: A Mixed-Methods Study among Private School Teachers in Türkiye."

to the party.⁸⁶ Prior research shows that workplace happiness strengthens affective commitment by fostering positive work experiences that enhance psychological well-being and alignment with organizational values.⁸⁷

This study indicates that transformational leadership plays a significant role in enhancing cadre performance. This finding indicates that transformational leadership promotes extra effort, effectiveness, and satisfaction by motivating employees to exceed formal role requirements.⁸⁸ Transformational leadership enhances cadre performance by strengthening motivation, confidence, commitment, initiative, and work effort.⁸⁹ This finding is consistent with prior research demonstrating that transformational leadership is positively associated with employee and organizational member performance.⁹⁰

The findings reveal that party organizational culture plays a significant role in enhancing cadre performance. Internalizing party values aligns cadres' attitudes and behaviors with organizational expectations, improving their effectiveness in political and organizational roles.⁹¹ This finding aligns with prior research showing that organizational culture improves employee performance by aligning goals.⁹²

This study demonstrates that workplace happiness positively influences cadre performance. Workplace happiness enhances cadres' motivation, enabling them to perform political and organizational responsibilities more effectively.⁹³ This finding is consistent with prior research demonstrating that workplace happiness contributes to higher individual performance by fostering positive psychological states that encourage employees to invest greater effort and perform their work more effectively.⁹⁴

⁸⁶ Cropanzano and Mitchell, "Social Exchange Theory : An Interdisciplinary Review."

⁸⁷ Aruoren and Mou, "Workplace Happiness and Organizational Commitment of Non-Academic Staff of Delta State University, Abraka, Nigeria"; Abiodun and Retta, "Influence of Workplace Happiness on Organizational Commitment among Healthcare Workers in Ibadan Metropolis, Oyo State, Nigeria"; Sari, Ekim Kiratli, and Aydemir, "The Relationship between Happiness at Work and Organizational Commitment: A Study of Medical Secretaries."

⁸⁸ Fernando Garzón-Lasso et al., "Full Range Leadership Style and Its Effect on Effectiveness, Employee Satisfaction, and Extra Effort: An Empirical Study," *Frontiers in Psychology* 15 (July 25, 2024), <https://doi.org/10.3389/fpsyg.2024.1380935>. efficiency, and satisfaction. A questionnaire was administered to 577 executives from Colombian companies, and the data was analyzed using a partial least squares structural equation modeling (PLS-SEM)

⁸⁹ Xia Yu and Guanwei Jang, "A Framework for Transformational Leadership to Enhance Teacher's Work Performance," *Frontiers in Psychology* 15 (July 23, 2024), <https://doi.org/10.3389/fpsyg.2024.1331597>.

⁹⁰ Udin et al., "The Role of Transformational Leadership on Employee Performance Through Organizational Learning Culture and Intrinsic Work Motivation"; Lee et al., "The Relationships between Leader Emotional Intelligence, Transformational Leadership, and Transactional Leadership and Job Performance: A Mediator Model of Trust"; Jaimes-Soncco et al., "Transformational Leadership and Internal Communication as Predictors of Job Performance: A Perspective of Peruvian University Workers."

⁹¹ Charles A. O'Reilly, Jennifer Chatman, and David F. Caldwell, "People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit," *Academy of Management Journal* 34, no. 3 (September 1991): 487–516, <https://doi.org/10.5465/256404>; Brian T. Gregory et al., "Organizational Culture and Effectiveness: A Study of Values, Attitudes, and Organizational Outcomes," *Journal of Business Research* 62, no. 7 (July 2009): 673–79, <https://doi.org/10.1016/j.jbusres.2008.05.021>.

⁹² Cherian et al., "Corporate Culture and Its Impact on Employees' Attitude, Performance, Productivity, and Behavior: An Investigative Analysis from Selected Organizations of the United Arab Emirates (UAE)"; Aggarwal, "Impact of Dimensions of Organisational Culture on Employee Satisfaction and Performance Level in Select Organisations"; Joon, Nugroho, and Ramachandaran, "Sustainable Leadership, Organizational Culture and Organizational Commitment: A Pathway to Enhanced Employee Performance through Employee Engagement in Malaysia's Oil and Gas Sector."

⁹³ Andrés Salas-Vallina, Joaquín Alegre, and Rafael Fernández Guerrero, "Happiness at Work in Knowledge-Intensive Contexts: Opening the Research Agenda," *European Research on Management and Business Economics* 24, no. 3 (September 2018): 149–59, <https://doi.org/10.1016/j.iedeen.2018.05.003>.

⁹⁴ Erselcan and Özer, "The Role of Happiness on Job Satisfaction and Employee Performance: A Cross-Cultural Research in Italy and Turkey*"; Omar et al., "The Power of Positivity: Examining Psychological Capital, Work Happiness, and Rumination

This finding shows that affective commitment significantly enhances cadre performance through stronger emotional attachment to the organization. This finding suggests that cadres with a strong emotional attachment to the organization are more likely to perform at higher levels and contribute effectively to organizational goals.⁹⁵ When cadres feel a sense of belonging and identification with the party, they tend to demonstrate higher loyalty and more positive work behaviors in performing their duties.⁹⁶ This finding is consistent with prior research showing that affective commitment improves performance by encouraging greater contributions to organizational goals.⁹⁷

SET posits that favorable organizational treatment is reciprocated through stronger emotional attachment and loyalty.⁹⁸ In this context, transformational leadership enhances performance by providing socio-emotional resources, including inspiration, recognition, and individualized support,⁹⁹ while Party organizational culture reinforces shared values, collective identity, and normative expectations through value internalization.¹⁰⁰ Meanwhile, workplace happiness contributes through positive emotional experiences that facilitate better work-related functioning and improved performance outcomes.¹⁰¹ These accumulated positive exchanges strengthen cadres' affective commitment as a form of emotional reciprocity toward the organization.¹⁰²

Although all three antecedents foster affective commitment, they operate through distinct pathways leading to a shared motivational state. Transformational leadership primarily builds affective commitment through interpersonal exchange between leaders and cadres,¹⁰³ while organizational culture strengthens it through collective identity and value internalization, and workplace happiness reinforces it through affective experiences derived from daily work conditions.¹⁰⁴ Once affective commitment is established, it serves as a mediating force, channeling these positive organizational experiences into sustained performance behavior.¹⁰⁵ Cadres' emotional

Effects on Performance among Non-Academic University Staff in Malaysia"; Wahyuningsih et al., "The Effect of Happiness and Positive Organizational Behavior on Productivity in the Workplace."

- ⁹⁵ Shao et al., "Moderating Effects of Transformational Leadership, Affective Commitment, Job Performance, and Job Insecurity."
- ⁹⁶ Ochoa Pacheco, Coello-Montecel, and Tello, "Psychological Empowerment and Job Performance: Examining Serial Mediation Effects of Self-Efficacy and Affective Commitment."
- ⁹⁷ Nabhan and Munajat, "The Role of Work Engagement and Organizational Commitment in Improving Job Performance"; Hosen et al., "Training & Development, Career Development, and Organizational Commitment as the Predictor of Work Performance"; Zhao et al., "The Impact of Organizational Commitment on Job Performance in Primary Healthcare: A Motivation Internalization Perspective."
- ⁹⁸ Cropanzano and Mitchell, "Social Exchange Theory : An Interdisciplinary Review."
- ⁹⁹ Timothy A. Judge and Ronald F. Piccolo, "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity.," *Journal of Applied Psychology* 89, no. 5 (October 2004): 755–68, <https://doi.org/10.1037/0021-9010.89.5.755>.
- ¹⁰⁰ O'Reilly, Chatman, and Caldwell, "People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit."
- ¹⁰¹ Sonja Lyubomirsky, Laura King, and Ed Diener, "The Benefits of Frequent Positive Affect: Does Happiness Lead to Success?," *Psychological Bulletin* 131, no. 6 (November 2005): 803–55, <https://doi.org/10.1037/0033-2909.131.6.803>.
- ¹⁰² Peng, Liao, and Sun, "The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Nonprofit Organizations: A Moderated Mediation Model"; Bokhari et al., "Moderating Role of National Culture on the Association between Organizational Culture and Organizational Commitment among SME's Personnel"; Aruoren and Mou, "Workplace Happiness and Organizational Commitment of Non-Academic Staff of Delta State University, Abraka, Nigeria."
- ¹⁰³ Peng, Liao, and Sun, "The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Nonprofit Organizations: A Moderated Mediation Model."
- ¹⁰⁴ Aruoren and Mou, "Workplace Happiness and Organizational Commitment of Non-Academic Staff of Delta State University, Abraka, Nigeria."
- ¹⁰⁵ Sugiono and Mesra B, "The Effect of Transformational Leadership on the Performance of Employees With Affective Commitment as a Mediation Variable at the Salapian Sub-District Office, Langkat Regency"; Wua, Noermijati, and Yuniarinto, "The Influence of Organizational Culture on the Employee Performance Mediated by Job Satisfaction and Organizational Commitment"; Subaidi et al., "Innovation Behavior and Organizational Commitment Mediate the Effect of Job Happiness on Employee Performance at The Faculty of Medicine University of Mataram."

attachment promotes goal internalization, thereby enhancing dedication and role effectiveness.¹⁰⁶ Thus, affective commitment serves as a critical integrative mechanism within SET that explains how different organizational resources are converted into improved cadre performance.

5. Conclusion

This study examined the effects of transformational leadership, party organizational culture, and workplace happiness on cadre performance, with affective commitment as a mediating variable. The findings indicate that all three organizational factors positively influence both affective commitment and cadre performance, while affective commitment partially explains how these factors enhance performance. These results highlight the importance of fostering emotional attachment to strengthen cadres' performance.

The findings also reinforce the role of affective commitment as a key psychological mechanism linking organizational practices to performance outcomes. For political parties, strengthening transformational leadership, cultivating a value-driven organizational culture, and promoting workplace happiness through supportive interactions and recognition systems are essential strategies for improving cadre performance.

This study is limited by its cross-sectional design and the inclusion of only three antecedents and one mediating variable. Future research should adopt longitudinal or multi-level approaches and incorporate additional contextual variables to provide a more comprehensive understanding of cadre performance in political organizations.

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